

MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

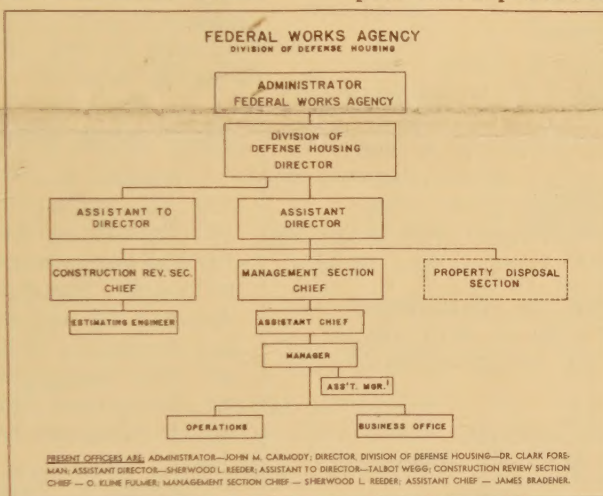
March 8, 1941

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NAHO's in-service apprenticeship training plan.

The first of the series of courses under the first part of this plan was held in Washington the week of February 24. Fifteen men were invited by FWA to attend. The program for that week fell into three main categories:

1. General Administration — This section included talks by FWA officials on budgeting, fiscal procedures, procurement procedures, personnel policies and procedures. Informal comments from the floor followed each lecture. This discussion was more or less confined to the first day and covered in part an exposition of the philosophy of the defense housing program and the reasoning behind the basic policies of tenant selection, rental plan, and payments in lieu of taxes - all of which had previously come out from FWA in bulletin form.



## 2. Community, Tenant, and Public Relations — As an

**Training Program for Defense Managers**

Recognizing the importance not only of selecting able and competent personnel but of giving them some pre-service training, FWA was quick to set up a training course for its prospective managers. Under the direction of Dr. Clark Foreman, Director of the Division of Defense Housing; Mr. Reeder; and Mr. A. J. Sarre', Director of Personnel for FWA, a training program was outlined. NAHO participated in developing the plans for this training school, which was in two parts - first, a week of more or less intensive lectures and discussion groups in Washington and, second, a one week's apprenticeship on some going local authority project in accordance with

opener for this part of the school, a representative of the Army made a statement as to the probable relationships between managers on off-reservation posts and the post commander. In view of the fact that most of the first Lanham projects to be opened will be off-reservation projects, considerable time was given to developing fully this relationship. Round-table discussions were then held on community relations, tenant relations, and public relations.

3. Maintenance and Operations— In this section, the principal talks were given and the discussions led by experienced project managers and by USHA representatives. Three of the Division's veteran members - Messrs.



Raymond A. Voigt, J. S. Raffety, and Barton P. Jenks - assisted in these sessions. Future schools are planned to requisition the services of other experienced managers throughout the country. Problems of operating services, such as utilities, garbage and trash disposal, janitorial service, and problems in physical maintenance having to do with the structure, plumbing, heating equipment, etc., were thoroughly discussed in round-table sessions. Also, a round-table discussion was held on tenant maintenance.

The significance of this school and the earnestness with which FWA entered into this training program is best summarized in a statement made the opening day of the first sessions by Dr. Clark Foreman: "We hope to aid in the building of a profession of public housing management through the defense housing program."

The United States Housing Authority, the Public Buildings Administration, and the Army all cooperated and gave freely of the time of many of their key people to help develop and conduct the program.

#### Local Authorities Used

In the week beginning March 3, local authorities made their initial contribution to this training program by taking eleven of the trainees onto their projects for a one week's period of apprenticeship. Authorities participating in this first apprenticing period and the appointees who benefited by the program are listed below:

Housing Authority of the City of Elizabeth (New Jersey), working under John A. Kervick, Secretary-Treasurer of the Authority and Manager of Mravlay Manor

<u>Trainee</u>	<u>Appointed to</u>
B. O. Rouse	Edgewood Arsenal, Edgewood, Maryland
Hugh T. Harrington	Fort Dix, New Jersey
Carl H. Bischoff	Fort Devens, Massachusetts
Cortlandt Walton	Langley Field, Virginia

City of Louisville Municipal Housing Commission, working under N.H. Dosker, Administrator

Ernest H. Suhr	Municipal Airport, Albuquerque, New Mexico
Roy B. MacAfee	Fort Riley, Kansas
A. J. Horn	Fort Meade, Odenton, Maryland
Percy L. Edwards	Fort Meade

Memphis Housing Authority, working under Walter M. Simmons, Acting Executive Director

Frederick Joss	March Field, Riverside,
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	California
Alex K. Millar	Bernecia Arsenal, Bernecia, California
	Mare Island, Vallejo
Donald B. Tweedy	Moffet Field, Sunnyvale, California

A second Washington course is to start on March 19 and at the completion of this lecture and discussion period, another set of appointees will be sent to local authority projects.

#### NAHO Congratulates

In summarizing this story, NAHO congratulates all the officials who had a part in the program. The willingness with which each of them accepted responsibilities tendered to him is indicative of widespread interest in securing trained and competent personnel in the field of housing management. NAHO wishes especially to thank each of the local authorities who participated in this program and to solicit the aid and help of other local authorities who will be called on from time to time as this program continues. In every instance, efforts will be made to use competent authorities that are either in the vicinity of the project to which the trainee is being sent or directly en route.

#### TWO MORE DIVISION MEMBERS JOIN FWA

Raymond A. Voigt, first Chairman of the Division and presently a member of its Executive Council, left on March 8 for the West Coast to take up the managership of the 3,000 units of FWA defense housing in San Diego which Mr. Reeder was scheduled to manage before he was hailed into Washington under his new title. Mr. Voigt was formerly Manager of PWA-built Parklawn in Milwaukee.

Barton P. Jenks, member of the Division's Committee on Management's Contribution to Planning and Design, has been appointed as a consultant to Colonel Lawrence Westbrook, who, in turn, has been appointed by Federal Works Administrator Carmody to handle three or four special defense housing projects throughout the country. The cooperative development in Camden, New Jersey, is one of these.

The temporary loan of O. Kline Fulmer to FWA as Chief of the Construction Review Section, as noted in the January BULLETIN, has now been changed to the permanent appointment of Mr. Fulmer in this capacity.



## YOUTH EMPLOYMENT SERVICE

Out of the idea that a youngster with a job and a little spending money is less likely to be a community problem than one who is loafing around broke, a committee of tenants that was studying the problem of protecting public property from wanton destruction at the Greendale (Wisconsin) development, evolved the Greendale Youth Employment Service. Junior and senior high school students were declared eligible to participate in the Service and in September when the plan began to operate, 96 young people had enrolled. A board of control was set up, composed of two boys, two girls, and two adults, with a member of the local police department acting as a group advisor. Headquarters for the Service were established in the police station.

### Schedule of Rates

The board's first move was to set up a schedule of rates, as follows:

	Rate
Car washing - - - - -	50¢
Lawns, cut and trimmed - - - - -	25¢,
45¢, 65¢ - plus 10¢ for	
use of operator's equipment	
Gardens, digging and raking - - - - -	5¢ sq. yd.
(10¢ sq. yd. for new sod)	
Snow shoveling - - - - -	30¢ to \$1
(depending on size and weight)	
Screens removed, storm windows washed, win-	
dows washed, storm windows hung - - - - -	10¢ window
Care of pets - - - - -	50¢ to \$1
per week (food from owner)	
Housework - - - - -	20¢ per hour
(or \$1 per 8-hour day)	
House cleaning - - - - -	25¢ per hour
Errands - - - - -	5¢ to 15¢
(time, distance, load,	
responsibility)	
Fur and tending - - - - -	20¢ per day
or \$1 per week	
Care of children - - - - -	-16¢ per hour*
Attending sick - - - - -	-16¢ per hour*

\*Minimum rate allowed by Wisconsin Industrial Commission

### Child Care Training Course

It was a decision of the board that to be eligible to take care of children under the plan, a six-lesson course in the fundamentals of child care, conducted by the nurse and the assistant principal of the local school, would be required. Fourteen girls took the course almost at once.

It is felt that the program has effectively met three needs in the community: (a) supplied trained help for child care at a comparatively nominal cost; (b) offered a source of income to high school students; and (c) created a sense of responsibility and independence in the young people participating in the program, thus eliminating a community problem which grew out of these older children's congregating in the streets in the evening and sometimes getting into trouble. Since the establishment of the Service a marked decline in complaints about youngsters disturbing the peace or destroying property has been noted.

## NEW MEMBERS

Buswell, Howard T. - Housing Manager, Samuel V. Stewart Homes (Helena, Montana)  
 Carr, H. L. - Executive Director, Housing Authority of the County of Delaware (Muncie, Indiana)  
 Dunn, George J. - Housing Manager, Hill Creek (Philadelphia)  
 Foulks, Mildred E. - General Manager, Nasco Apartments (St. Louis)  
 Johnson, D. B. - Assistant Director and Housing Manager, Austin Housing Authority  
 Kent, Philip - Housing Manager, Julia C. Lathrop Homes (Chicago)  
 Keyes, Orton F. - Community Manager, Ironwood Homesteads and Duluth Homesteads (Michigan)  
 McAllister, Keff S. - Regional Management Supervisor, USHA (Fort Worth)  
 Schechter, Abraham J. - Management Supervisor, General Realty Brokerage Corporation (New York City)  
 Stockham, Mary - Tenant Selection Supervisor, Portsmouth Metropolitan Housing Authority (Ohio)  
 Suhr, Ernest H. - Division of Defense Housing, FWA (Wauwatosa, Wisconsin)  
 Tweedie, Wilson J. - Management Aide, Aspendale Housing Project (Lexington)  
 Walton, Cortlandt - Division of Defense Housing, FWA (Langley Field, Virginia)  
 Waterhouse, John - Superintendent, Knickerbocker Village (New York City)  
 Winston, Wilhelmina Z. - Staff of Akron Metropolitan Housing Authority  
 Zimmerman, H. M. - Coordinator and Land Supervisor, Housing Program, Housing Authority of New Orleans

## SECOND ANNUAL MEETING of the MANAGEMENT DIVISION

—CINCINNATI

HOLD THESE DATES—APRIL 16-19





## HINTS TO THE HOUSING MANAGER

### COAL PURCHASE PLAN

► Since the recent NAHO conference held for Region V in Chicago, considerable interest has been expressed in the method used by the Chicago Housing Authority in purchasing coal. At that time, Mr. John M. Ducey, purchasing agent of the Authority, explained how he had developed this procedure.

In advertising for bids on a supply of coal, each bidder is required to state the moisture, ash, and BTU content of the coal which he proposes to supply. Then the bid is evaluated according to the following formula:

$$\text{Net BTU for 1\text{¢}} = \frac{\text{Dry BTU per lb.} \times \% \text{ Dry Coal} \times 2000}{\text{Price per ton plus ash correction}}$$

The bidder who furnishes a satisfactory coal and guarantees the highest "Net BTU for 1¢" is awarded the contract. Every delivery of coal is then sampled and analyzed for moisture, ash, and BTU content. If the analysis shows that the delivered coal is within two per cent of the guarantee, the Authority pays for the coal at the same per ton price as the bidder originally offered. If the coal is two per cent below his guarantee, penalties are deducted; if two per cent above, the contractor receives a bonus.

According to Mr. Ducey, during the month of January alone, penalties in excess of \$500 were assessed.

### WHY DO TENANTS MOVE

► In a survey that is believed to be without precedent, the Citizens' Housing Council of New York City interviewed 1,219 tenants of Manhattan and Brooklyn multiple-dwellings with rentals ranging from \$10 to \$250 per month in an effort to

discover --- Why Do Tenants Move? (the title of the study). Major findings of the survey read like this:

"Dissatisfaction with services and management policies is startling. Approximately one-third of the tenants are dissatisfied with repairs and redecoration policies alone . .

"More than half of Manhattan tenants and nearly two-thirds of those in Brooklyn believe landlords should supply recreation facilities. . .

"It appears that almost 25 per cent of Manhattan's tenants and almost 20 per cent of Brooklyn tenants would have remained in their previous apartments had some positive effort toward readjustment of differences between landlord and tenant been made. Reduction of this high figure seems to be one of the major tasks of good management."

### PROJECT NIGHT PATROLLING

► Tenants at Carmelitos (Los Angeles) were having considerable trouble with "gangs" of young people stealing gasoline (averaging a loss of 150 gallons per night) and with younger tenants making "whoopie" into the small hours of the morning. For these reasons, one of the tenant organizations decided to have four chosen members deputized and to keep a night patrol, reporting to the resident superintendent. With the permission of the USHA Regional Management Office, the Sheriff of Los Angeles County accordingly swore in four deputies and gave them permission to carry a pick or ax handle, if kept exposed, but prohibiting either a gun or a "sap." To further supply the deputies with flash lights and first-aid kits, the tenants gave a dance and turned the proceeds over to the patrollers.

It is reported that the system is working out very well and that tenant dances and community activities have been going off very smoothly since the patrolling began.

### TWO-WAY TOKEN

► When Mr. Ernest H. Suhr recently left his position as Director of the Housing Division of the Milwaukee Department of Public Assistance to join FWA's Housing Management Division, his former staff, as a token of their esteem, gave Mr. Suhr an associate membership in the Management Division as a means of keeping him up to date in his field. The BULLETIN can't help feeling that this gesture was not only a fine token of esteem to Mr. Suhr - but to the Division.

### NEIGHBORHOOD COOPERATION

► When its Woodhill Homes opened this month, the established policy of the Cleveland Metropolitan Housing Authority was again followed - that of making the open house ceremonies a neighborhood affair as distinguished from a housing estate activity, a policy which it has found succeeds very well in tying the new community into the old. In accomplishing this purpose for the Woodhill Homes opening, the community council, made up of representatives of business, educational, religious, welfare, and civic organizations in the district in which the housing estate is located, and the Junior League of Cleveland presented the entire program, including a six scene play, the cast for which was drawn from such agencies as the city Associated Charities, the City Health Department Clinics, the Cleveland Public Library, a fresh air camp, a local hospital, a visiting nurse association, etc.